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October 21, 2004

TO: Each Supervisor

FROM: Thomas L. Garthwaite, MD  
Director and Chief Medical Officer

**SUBJECT: CHARLES R. DREW UNIVERSITY**

This report is in response to Supervisor Antonovich's motion approved by your Board on September 14, 2004 directing the Department of Health Services to provide an assessment of the future viability of Charles R. Drew University as an affiliation medical school. The motion specifically directed the Department to describe the necessary steps that Drew University must take to improve its ability to attract high quality physician faculty and stronger applicants for the resident training programs, and to increase outside funding to support the University's long-term financial stability. Further, the motion directed the Department to identify criteria to objectively measure the University's ability to achieve the desired level of performance.

We have met with Drew University officials to discuss the response to this motion and received their input in the preparation of this report. University representatives have indicated their commitment to taking the following action steps to improve the University's ability to attract high-quality faculty and candidates for residency training.

Recruitment and Retention of Faculty

Initiate a faculty recruitment effort with focus on recent graduates of residency programs in southern California. Young physicians will be targeted who are dedicated to the clinical, teaching, and research activities associated with the issues of health disparities and the underserved urban poor.

Provide competitive salaries to faculty through County salaries and Drew University teaching stipends.

Link academic stipends to current academic accomplishments in teaching and research.

Establish Board Certification (or Board eligibility for recent graduates) as a requirement

for all new faculty. Board eligible faculty will become Board certified within a specified time frame based on their specialty (usually 1-2 years).

Collaborate with hospital management on faculty selection and hiring.

Establish endowments in key specialties to attract and retain senior faculty and augment research and mentoring activities among junior and mid-level faculty members.

Expand research opportunities for faculty, residents and students in the areas of public health that address the high-impact health care delivery issues in Los Angeles County.

Establish awards and other incentives for academic excellence among the current core faculty to promote and enhance a collaborative academic environment to attract the best candidates seeking the opportunity to develop their careers in academic medicine.

Streamline the process for academic appointment leading to dual faculty appointment status at both Charles R. Drew University of Medicine and the UCLA – David Geffen School of Medicine

Continue the collaboration with Los Angeles County Department of Health Services for the expansion of faculty development and Continuing Medical Education programs; to include courses in public policy, safety net hospitals and healthcare disparities research. Educational development for faculty is an important component of the strategy for faculty retention.

As part of the plan for faculty development, convene a leadership retreat in collaboration with the Los Angeles County Department of Health Services, to address and implement new national guidelines for training health professionals on the delivery of health care and patient safety.

Drew University and the Los Angeles County Department of Health Services are committed to the coordination of information technology as a key component to providing safe and effective patient care, and for providing the tools and training for the development of outstanding faculty and resident physicians. This cooperative model will enable the hospital and university to coordinate mutual efforts in information technology infrastructure design and implementation. Examples of information technology include: instant access to scientific literature, data analysis, electronic records, use of on-line guidelines, advanced simulators and a wireless campus.

#### Resident Physician Recruitment and Selection

Identify and correct academic deficiencies and continue support for scholarly activities in all training programs. In the joint effort of program sponsorship, work closely with the County to resolve hard to meet program accreditation requirements.

Increase support for scholarly activities in all training programs. Continuing support will assure resident mastery of the ACGME general competencies in each specialty, a high rate of passage on board certification examinations and a commitment to lifelong learning.

Maintain a well managed work environment and an appropriate balance between service and educational activities.

Promote King/Drew Medical Center – Los Angeles County as an excellent site for residency training and career opportunities post training. Target Drew/UCLA medical students for program recruitment.

Target California medical schools students for recruitment to the KDMC residency program, and in particular Drew/UCLA medical students.

Improve the monitoring process of medical school student applications for purposes of continuing the acceptance of highly qualified and committed resident physicians.

#### Outside Funding for Long-Term Financial Stability

The Drew Board of Trustees has made it a top priority to identify and enlist new board members who will provide leadership in fundraising to enhance university excellence.

The University is undertaking a capital campaign to raise \$17 – \$20 million to build a state-of-the-art, 21<sup>st</sup> century, 40,000 square foot Life Science Research Building. Seven million dollars have been raised through the National Institute of Health.

The University has initiated a plan to raise major endowments for chairs and professorships in order to recruit prominent clinical scholars. The endowed scholars will provide leadership in patient care, research and resident mentoring as part of their duties. Initially, the University will seek endowed chairs in Medicine, Pediatrics, ENT-Surgery and Multicultural Urban Health.

The University's endowment is approximately \$26 million dollars. The University's campaign goal is to increase the endowment by 25% in the next 5 - 7 years through major gift solicitations, and deferred giving programs.

University alumni have an annual fund drive, entitled "The 1,000 /\$1,000 Club." The 5-year goal is to raise \$1 million annually from alumni and friends for the enhancement of academic programs. The goal for the 2004–2005 academic year is \$250,000.

#### DHS Criteria for Evaluating University Performance

The future viability of Charles R. Drew University of Medicine and Science as an affiliated medical school capable of effectively competing for quality faculty, residents and outside funding will depend on the University's achievements, over time, in three key areas previously delineated in this report: the recruitment and retention of high quality faculty, enhancements to current methods for attracting resident physicians and fund-raising.

The Department will base its evaluation of the University's viability as an affiliation medical school on evidence of achievements in the following areas:

##### Faculty Recruitment and Retention

- a. Increased hiring of recent graduates with academic interest and potential

- b. Evidence that faculty selected for hire are board certified or eligible to sit for the certification examination within six months of employment.
- c. Evidence of collaboration between Drew University and MLK administration on new faculty selection and hiring
- d. Evidence of endowments established in key specialties: Internal Medicine, Pediatrics, ENT-Surgery and Multicultural Health
- e. Research grants and peer reviewed papers in public health that address the high impact health care delivery issues in Los Angeles County
- f. Evidence of awards for academic excellence among the current core faculty
- g. Number of faculty with dual faculty appointment at Charles R. Drew University of Medicine and Science and the UCLA – David Geffen School of Medicine

#### Resident Physician Recruitment

- a. Evidence of the correction of academic deficiencies as cited by the Accreditation Council of Graduate Medical Education (ACGME), including full accreditation in all KDMC programs and a high rate of passage on board certification examinations
- b. Evidence of a higher number of King/Drew residents recruited from California medical schools and in particular, the Drew/UCLA medical school program
- c. Evidence of the establishment of a monitoring process to support the review of medical school student applications submitted to KDMC residency programs

#### Fund Raising

- a. Evidence of the appointment to the Drew University Board of Trustees new members with proven significant experience in fund-raising
- b. Evidence of endowments established in key specialties: Internal Medicine, Pediatrics, ENT-Surgery and Multicultural Health
- c. Attainment of all University annual fund-raising campaign goals

Kindly contact my office if you have additional questions.

TLG:ll  
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- c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors